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Part VIII
Common support services

Section 28A
Office of the Under-Secretary-General for Management

(Programme 24 of the biennial programme plan and priorities for the period 2006-2007)**

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* A summary of the approved programme budget will subsequently be issued as *Official Records of the General Assembly, Sixtieth Session, Supplement No. 6* (A/60/6/Add.1).

** *Official Records of the General Assembly, Fifty-ninth Session, Supplement No. 6* (A/59/6/Rev.1).

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Overview

28A.1 The Under-Secretary-General for Management has overall responsibility for the management of the financial and human resources and support operations of the Organization and for directing and managing the activities of the Department of Management. The Under-Secretary-General represents the Secretary-General, or ensures his representation, on matters relating to management in relation to governing bodies, agencies in the common system and administrative advisory bodies; monitors emerging management issues throughout the Secretariat by interacting with Executive Committees; and exercises responsibility for the overall supervision of the internal system of administration of justice in the Secretariat.

28A 2 The Office of the Under-Secretary-General for Management undertakes the following activities: management services, oversight support, administration of internal justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination. The above-mentioned responsibilities of the Under-Secretary-General for Management require substantial involvement in coordinating the work related to the various activities of the Department and other organizational units of the Secretariat, in order to ensure a well-functioning administrative system throughout the Organization. In order to respond equally to these challenges, the Office of the Under-Secretary-General has been reorganized in 2005 to focus on strengthening accountability within the Secretariat.

28A.3 As a consequence of the reorganization, the existing Management Policy Office, the Oversight Support Unit and the existing capacity for assisting the Under-Secretary-General in her/his responsibilities within the internal system of justice have been consolidated into a new office: the Office for Oversight and Internal Justice.

28A.4 This new Office comprises two units: the Oversight Unit and the Administration of Justice Unit. It provides management services previously delivered by the Management Policy Office and is responsible for the effective functioning of the internal system of justice throughout the Secretariat. The Office supports the accountability activities by reporting on the implementation of recommendations made by the oversight bodies and provides analysis of the decisions made by the Administrative Tribunal.

28A.5 Within the Office of the Under-Secretary-General for Management, the secretariat of the Fifth Committee and the Committee for Programme and Coordination is responsible for the substantive and technical servicing of both Committees. The secretariat reports directly to the Under-Secretary-General for Management on these responsibilities.

28A.6 The activities for which the Office is responsible fall under subprogramme 1, Management services and administration of justice, of programme 24, Management and support services, of the biennial programme plan for the period 2006-2007. The specific objectives, expected accomplishments and indicators of achievement relating to the specific areas of activity of the Office are detailed, together with related resources, in section A below, "Executive direction and management", and section B, "Programme of work". The overall framework of the expected accomplishments and indicators of achievement is summarized in table 28A.1.

Table 28A.1 **Framework of expected accomplishments and indicators of achievement by component**

Component	*Number of expected accomplishments*	*Number of indicators of achievement*
A. Executive direction and management	2	2
B. Programme of work		
1. Management services and administration of justice		
a. Management of services	3	5
b. Administration of justice	2	3
2. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	1	2
Total	**8**	**12**

28A.7 The overall level of resources for the Office of the Under-Secretary-General for Management under the regular budget amounts to $11,220,800, before recosting, reflecting a net decrease of $297,200, or 2.6 per cent, against the 2004-2005 revised appropriation. The distribution of the resources among main components of this section reflects the reorganization of the Office, as detailed above. The net reduction may be summarized as follows:

(a) A net decrease of $80,300 under executive direction and management relates to an increase in the amount of $429,700 for the redeployment of one D-2 post from subprogramme 1, partially offset by a decrease of $510,000 under non-post requirements, resulting from the discontinuation of non-recurrent activities undertaken during 2005;

(b) The net decrease of $306,900 under programme of work relates to a net decrease under subprogramme 1, Management services and administration of justice, comprising the decrease of $293,900 for posts and $13,000 for non-post requirements;

(c) The increase of $90,000 under programme support relates to an increase for non-post requirements.

28A.8 For the biennium 2006-2007, the amount of extrabudgetary resources is estimated at $5,314,900. These resources are derived from programme support income received as reimbursement for the services provided by the central administration to extrabudgetary activities, as well as from the support account for peacekeeping operations in the areas of (a) substantive and technical services provided to the Fifth Committee and the Committee for Programme and Coordination, (b) oversight services and (c) administration of justice. The increase of $2,288,100 over current estimates is the net direct effect of an increase in the capacity (one P-4 and two P-3 posts) to address the expansion of the volume of activities related to administration of justice and those of the secretariat of the Fifth Committee and the Committee for Programme and Coordination, and additional non-post resources related to support for peacekeeping operations in the entire Department of Management.

28A.9 Pursuant to General Assembly resolution 58/269 of 23 December 2003, resources in the amount of $81,100 (regular budget) have been identified within the available capacity of the Office under subprogramme 1, for the conduct of monitoring and evaluation, comprising six work-months at the Professional level.

28A.10 The estimated percentage distribution of the resources under this section is shown in table 28A.2.

Table 28A.2 **Percentage distribution of resources by component**

Component	*Regular budget*	*Extrabudgetary*
A. Executive direction and management	23.6	—
B. Programme of work		
1. Management services and administration of justice	34.4	33.5
2. Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	11.1	4.9
Subtotal B	**45.5**	**38.4**
C. Programme support	30.9	61.6
Total	**100.0**	**100.0**

28A.11 The distribution of resources is summarized in tables 28A.3 and 28A.4.

Table 28A.3 **Resource requirements by component**

(Thousands of United States dollars)

(1) Regular budget

Component	*2002-2003 expenditure*	*2004-2005 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2006-2007 estimate*
			Amount	*Percentage*			
A. Executive direction and management	1 956.9	2 728.5	(80.3)	(2.9)	2 648.2	157.2	2 805.4
B. Programme of work	4 891.7	5 414.8	(306.9)	(5.7)	5 107.9	336.5	5 444.4
C. Programme support	3 250.7	3 374.7	90.0	2.7	3 464.7	259.2	3 723.9
Subtotal	**10 099.3**	**11 518.0**	**(297.2)**	**(2.6)**	**11 220.8**	**752.9**	**11 973.7**

(2) Extrabudgetary

	2002-2003 expenditure	*2004-2005 estimate*	*2006-2007 estimate*
Subtotal	**2 266.6**	**3 026.9**	**5 314.9**
Total (1) and (2)	**12 365.9**	**14 544.9**	**17 288.6**

Table 28A.4 **Post requirements**

Category	*Established regular budget posts*		*Temporary posts*				*Total*	
			Regular budget		*Extrabudgetary*[a]			
	2004-2005	*2006-2007*	*2004-2005*	*2006-2007*	*2004-2005*	*2006-2007*	*2004-2005*	*2006-2007*
Professional and above								
USG	1	1	—	—	—	—	2	2
D-2	2	2	—	—	—	—	3	3
D-1	3	3	—	—	—	—	2	2
P-5	9	9	—	—	—	—	9	9
P-4/3	4	5	—	—	3	6	7	11
P-2/1	—	—	—	—	1	1	1	1
Subtotal	**19**	**20**	**—**	**—**	**4**	**7**	**23**	**27**
General Service								
Principal level	4	4	—	—	—	—	4	4
Other level	22	22	—	—	1	1	23	23
Subtotal	**26**	**26**	**—**	**—**	**1**	**1**	**27**	**27**
Total	**45**	**46**	**—**	**—**	**5**[a]	**8**[b]	**50**	**54**

[a] Includes extrabudgetary posts for support for extrabudgetary substantive activities (two P-3 and one P-2/1 posts) and peacekeeping operations (one P-4 and one General Service (Other level) posts).

[b] Includes extrabudgetary posts for support for extrabudgetary substantive activities (two P-3 and one P-2/1 posts) and peacekeeping operations (two P-4, two P-3 and one General Service (Other level) posts).

A. Executive direction and management

Resource requirements (before recosting): $2,648,200

28A.12 In the discharge of her responsibilities, the Under-Secretary-General for Management is supported by the Director of the Office of the Under-Secretary-General and the Principal Office. The Director of the Office directs and supervises the activities of the Principal Office, the Office for Oversight and Internal Justice and the Executive Office and advises the Under-Secretary-General and the Assistant Secretaries-General on policy issues involved in management improvements in the Secretariat. The Principal Office acts as a focal point for information and for the integration of all aspects of the work of the Department. It oversees the implementation of departmental policies and guidelines; coordinates intradepartmental activities, including necessary follow-up; and consults, negotiates and coordinates with other departments, offices, funds and programmes on matters of common concern.

Table 28A.5 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and of staff and financial resources.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced policy coherence in the management of the activities of the United Nations	(a) Improvement of communication and information sharing between senior management and administrative officials of all duty stations *Performance measures*: Percentage of proposals for new policies shared with administrative managers. Estimate 2002-2003: not applicable Estimate 2004-2005: 75 per cent Target 2006-2007: 100 per cent
(b) Administrative support services are readily available and user-friendly	(b) Increase in the availability and accessibility of support services *Performance measures*: Percentage of respondents agreeing that the Department of Management is becoming more efficient in the delivery of services and more client-focused 2002-2003: not applicable Estimate 2004-2005: • Delivery of services: 43 per cent • Client focus: 47 per cent Target 2006-2007: • Delivery of services: 55 per cent • Client focus: 60 per cent

External factors

28A.13 The objectives and expected accomplishments will be achieved on the assumption that all stakeholders extend their full cooperation to the Department in implementing management improvements and that sufficient resources are available for the implementation of the mandates established by the General Assembly.

Outputs

28A.14 During the biennium 2006-2007, the following outputs will be delivered:

(a) Representation of the Secretary-General at meetings of the United Nations intergovernmental bodies on various administrative and financial issues as and when required;

(b) Cooperation with other organizations of the United Nations system on issues relating to a common approach to financial and administrative management, including contributions to meetings of the High-Level Committee on Management of the United Nations System Chief Executives Board for Coordination;

(c) Liaison with the host Government, non-governmental organizations and other external entities on management and other resource-related issues;

(d) Coordination of administration activities of all departments and offices of the Secretariat and monitoring of progress, timely delivery of services and programmed accomplishments;

(e) Strategic guidance and management oversight concerning the implementation of the capital master plan.

Table 28A.6 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2004-2005*	*2006-2007 (before recosting)*	*2004-2005*	*2006-2007*
Regular budget				
Post	2 045.7	2 475.4	7	8
Non-post	682.8	172.8	—	—
Subtotal	**2 728.5**	**2 648.2**	**7**	**8**
Extrabudgetary	—	—	—	—
Total	**2 728.5**	**2 648.2**	**7**	**8**

28A.15 Resources amounting to $2,648,200 reflecting a net decrease of $80,300 will provide for eight posts, as well as for operational requirements such as overtime, travel of staff, general operating expenses, hospitality, office supplies and office automation equipment. The increase in post resources in the amount of $429,700 reflects the internal redeployment from subprogramme 1 of one D-2 post to the immediate Office of the Under-Secretary-General, in line with the reorganization of the Office. The D-2 post is for the Director of the Office, whose responsibilities would comprise direction and supervision of the work of the Office in supporting the Under-Secretary-General and the Assistant Secretaries-General on policy issues relating to the implementation of management improvements and advising other departments and offices on all

management issues, including ensuring that financial, human resources, technology and common services policies are properly addressed. A decrease of $510,000 under non-post resources reflects the abolition of one-time requirements approved for 2005 in relation to the evaluation and strengthening of security and safety in the United Nations system, partially offset by minor increases under supplies and equipment.

B. Programme of work

Table 28 A.7 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2004-2005*	*2006-2007 (before recosting)*	*2004-2005*	*2006-2007*
1. Management services and administration of justice	4 172.5	3 865.6	16	16
2. Secretariat of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination	1 242.3	1 242.3	5	5
Subtotal	**5 414.8**	**5 107.9**	**21**	**21**
Extrabudgetary	1 332.2	2 044.5	5	8
Total	**6 747.0**	**7 152.4**	**26**	**29**

Regular budget resource requirements by subprogramme

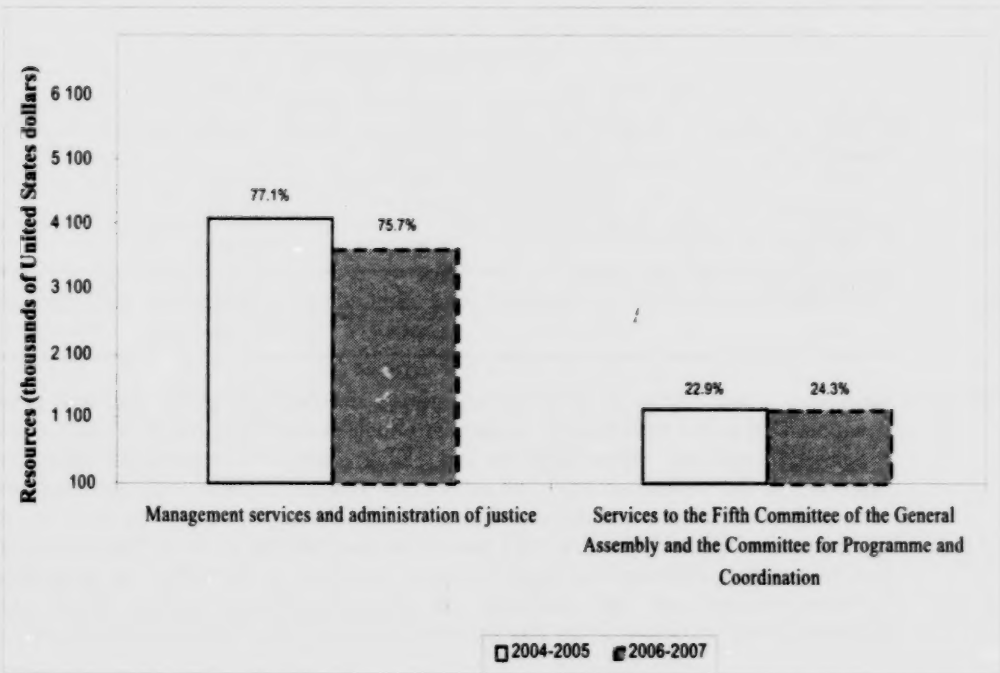


Table 28A.8 **Percentage distribution of resources by component**

Component	*Regular budget*	*Extrabudgetary*
Programme of work		
1. Management services and administration of justice	75.7	87.2
2. Secretariat of the Fifth Committee of the General Assembly and the Committee for Programme and Coordination	24.3	12.8
Total	**100.0**	**100.0**

Subprogramme 1
Management services and administration of justice

Table 28A.9 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2004-2005*	*2006-2007 (before recosting)*	*2004-2005*	*2006-2007*
Regular budget				
Post	3 927.2	3 633.3	16	16
Non-post	245.3	232.3	—	—
Subtotal	**4 172.5**	**3 865.6**	**16**	**16**
Extrabudgetary	1 332.2	1 782.4	5	7
Total	**5 504.7**	**5 899.4**	**21**	**23**

1. Management services

Resource requirements (before recosting): $1,898,600

28A.16 Management services are provided by the Office for Oversight and Internal Justice. Oversight and analysis of current management practices will be carried out and emphasis will be placed on greater accountability and transparency of work processes. The Office will work towards increasing productivity, efficiency and cost-effectiveness throughout the Organization. It is expected that the attainment of these objectives will increase managerial accountability, simplify administrative processes and improve programme delivery throughout the Organization.

28A.17 The Office's Oversight Unit will facilitate interaction with the three main oversight bodies (the Board of Auditors, the Joint Inspection Unit and the Office of Internal Oversight Services), follow up on their observations and recommendations and ensure that these observations and recommendations are effectively introduced into executive management processes and that remedial actions taken by the Administration are reported promptly to the oversight bodies.

Table 28A.10 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To improve management capacity and administrative services throughout the Secretariat as a means of enhancing effectiveness, efficiency and productivity in the context of the Secretary-General's vision for reform.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of programme managers to manage and administer their own department's human, financial and material resources, through adoption of new policies and procedures	(a) (i) Quantitative and qualitative benefits deriving from the introduction of new policies and procedures, reflecting progress towards corporate management targets (e.g., gender parity, geographic distribution of staff) *Performance measures*: Percentage of oversight recommendations effectively incorporated into management policies. 2002-2003: not applicable Estimate 2004-2005: 90 per cent Target 2006-2007: 95 per cent (ii) Quantitative and qualitative benefits deriving from the introduction of new policies and procedures, reflecting increase in the percentage of programme managers indicating satisfaction with delegated authority and support provided *Performance measures*: Percentage of offices introducing innovative and cost-effective managerial practices within a formalized environment of delegated authority 2002-2003: not applicable Estimate 2004-2005: 80 per cent Target 2006-2007: 90 per cent
(b) Improved business processes	(b) (i) An improvement in timeliness (reduction in the number of months, weeks, or days) required by business process

	Performance measures: Number of areas of business processes with reduced timeline requirements 2002-2003: not applicable Estimate 2004-2005: 1 area Target 2006-2007: 3 areas (ii) Amount of efficiency gains resulting from business process improvements *Performance measures*: Percentage of offices in the Secretariat reporting efficiency gains 2002-2003: not applicable Estimate 2004-2005: 50 per cent Target 2006-2007: 90 per cent
(c) Improved methods, tools and techniques to assess efficiency and productivity in key management and service functions	(c) Number of benchmarks and other improved methods and tools utilized by the Secretariat to assess efficiency and productivity and submission of reports to the General Assembly on them *Performance measures*: 2002-2003: not applicable Estimate 2004-2005: none foreseen Target 2006-2007: 3 benchmarks

External factors

28A.18 The objective and expected accomplishments set out in the table 28A.10 are expected to be achieved on the assumption that that the stakeholders fulfil their responsibilities and obligations

Outputs

28A.19 During the biennium 2006-2007, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: approximately 12 formal meetings and 25 informal consultations of the Fifth Committee; approximately 3 formal meetings and 6 informal consultations of the Committee on Programme and Coordination; and approximately 5 meetings of the Advisory Committee on Administrative and Budgetary Questions;

(ii) Parliamentary documentation: approximately 20 reports to the General Assembly, including notes by the Secretary-General commenting on reports and recommendations

of the Joint Inspection Unit (10); reports of the Secretary-General concerning the review of the efficiency of the administrative and financial functioning of the United Nations (5); reports on the implementation of recommendations of the Board of Auditors (5); and a biennial report on the United Nations system-wide management improvements;

(b) Administrative support services:

(i) Oversight support: consolidated reports to the oversight bodies on the status of their recommendations (7) and consolidated responses to draft reports and management letters (40); consolidated Secretary-General's comments to the Chief Executives Board for Coordination on the implementation of the recommendations of the Joint Inspection Unit (10); semi-annual reports to the Management Performance Board and the Oversight Committee (4); and responses to requests for exceptions to the standards of accommodation for air travel (300);

(ii) Development of a suitable application for consolidating into one system, tracking of the follow-up to the recommendations of the Board of Auditors and automating the exchange of information between the Administration and the Board;

(iii) Development of new administrative policies and streamlined procedures, including redefinition of roles and responsibilities of central management and programme managers, alignment of administrative practices with global compact principles and time standards for delivery of services;

(iv) Organizing the client surveys, review and analysis of data from client surveys and development of measures towards progress in attaining greater client orientation in the design and delivery of administrative services;

(v) Management of data for tracking the progress and impact of United Nations system-wide management improvement measures and preparation of a biannual report for the General Assembly;

(vi) Maintenance of a management performance reporting system focusing on key resource management issues and preparation of an executive information report on management for use by the departmental heads in the context of the annual programme management plan review with the Secretary-General.

Table 28A.11 **Resource requirements: management services**

(Thousands of United States dollars)

(1) Regular budget

	Resources (thousands of United States dollars)		*Posts*	
Category	*2004-2005*	*2006-2007 (before recosting)*	*2004-2005*	*2006-2007*
Regular budget				
Post	2 630.1	1 797.1	9	7
Non-post	114.5	101.5	—	—
Subtotal	**2 744.6**	**1 898.6**	**9**	**7**
Extrabudgetary	405.7	274.9	1	1
Total	**3 150.3**	**2 173.5**	**10**	**8**

28A.20 Resources amounting to $1,898,600 would provide for the continuation of seven posts in the Oversight Unit and the related non-post resources. The decrease of $833,000 for posts reflects the reorganization of the activities under management services involving the redeployment of one D-2 post to the immediate Office of the Under-Secretary-General to accommodate the position of the Director of the Office, with the responsibilities detailed in paragraph 28A.15 above, and one P-5 post to the area of administration of justice for the Chief of the Administration of Justice Unit. It also reflects the redeployment to that Unit of one P-4 post from section 10, least developed countries, landlocked developing countries and small island developing States, in exchange for the P-5 post redeployed to section 10, under the terms of paragraph 14 of resolution 58/270 of 23 December 2003. The proposals also reflect a net decrease in non-post requirements of $13,000 owing to a decrease in the level of resources for consultants and experts and general operating expenses, partly offset by additional requirements under supplies and materials.

2. Administration of justice

Resource requirements (before recosting): $1,967,000

28A.21 This component of the subprogramme is under the responsibility of the Administration of Justice Unit and of the secretariats of the Headquarters Joint Appeals Board and Joint Disciplinary Committee, the Panel of Counsel and the Panel on Discrimination and Other Grievances, should the Assembly decide that its functioning should continue, in their respective fields of responsibility. While the resources for these activities are presented in a consolidated manner, the New York secretariats of the Joint Appeals Board and Joint Disciplinary Committee and the Panels are operationally independent.

28A.22 The main objective of this subprogramme remains to facilitate a fair and effective system of justice in the Secretariat. It will be accomplished by strengthening and streamlining the various components of the internal system of justice and by improving the servicing of the internal administrative bodies responsible for advising the Secretary-General on disciplinary and/or appeal cases in a transparent and reasonably swift manner, with due respect for confidentiality. In the context of this subprogramme the Administration of Justice Unit is also responsible for making recommendations for the amendment and/or promulgation of staff rules and administrative issuances, policies, procedures and machinery for the proper functioning of the internal justice system and for preparation of the Secretary-General's reports on the administration of justice.

28A.23 In line with the above-stated objectives, a number of measures are foreseen for strengthening capacity, aimed at improving the functioning of the administration of justice throughout the Secretariat. It is proposed that a full-time presiding officer of the Joint Appeals Board be established, in line with the recommendation of the Office of Internal Oversight Services (see A/59/408). The presiding officer, chosen every two years from among the chairpersons of the Board, will help to streamline the work of the Board, improve the effectiveness and quality of the process and expedite the handling of cases. Also, as part of these measures, the Administration of Justice Unit is to be established through the consolidation of resources dedicated within the Office of the Under-Secretary-General to administration of justice activities, including the redeployment of a P-5 post from the management services area to accommodate the position of Chief of the Administration of Justice Unit. The existing capacity of the secretariat of the Joint Appeals Board and Joint Disciplinary Committee will also be strengthened with establishment of an additional P-3 post for the Legal Officer, to be financed from extrabudgetary resources (peacekeeping support account). Furthermore, it is proposed that a capacity for legal advice to staff within the framework of the Panel of Counsel at Headquarters and regional headquarters be created by establishing a Legal Officer position at the P-4 level, to be financed from the same extrabudgetary resources.

Table 28A.12 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To ensure the fairness and effectiveness of the internal system of justice in the resolution and adjudication of internal grievances.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) A system of internal justice that is consistent and in conformity with the human resources policies and rules of the Organization	(a) (i) Decreased average amount of time required for the final disposition of cases *Performance measures:* Joint Appeals Board and Joint Disciplinary Committee 2002-2003: • Appeals: 2.6 years • Disciplinary cases: 3.5 months Estimate 2004-2005: • Appeals: 2.3 years • Disciplinary cases: 3 months Target 2006-2007: • Appeals: 2 years • Disciplinary cases: 2 months (ii) Increased percentage of responses indicating satisfaction with the fairness and effectiveness of the system of internal justice *Performance measures:* Percentage of respondents expressing satisfaction in the Department of Management client survey 2002-2003: not applicable Estimate 2004-2005: no survey is foreseen Target 2006-2007: to be determined

(b) Measures to ensure timely participation of managers in the administration of justice process	(b) Material reduction in delays or extension of cases resulting from the failure of managers to respond *Performance measures:* Percentage indicating the participation of managers at all stages of the process 2002-2003: not applicable Estimate 2004-2005: 80 per cent Target 2006-2007: 100 per cent

External factors

28A.24 The objective and expected accomplishments detailed in table 28A.12 are expected to be achieved on the assumption that:

(a) There is no significant increase in the number of cases for administrative review and appeal cases;

(b) There is no major shortfall in funding of the administration of justice services.

Outputs

28A.25 During the biennium 2006-2007, the following outputs will be delivered (regular budget and extrabudgetary resources):

(a) Servicing of the intergovernmental and expert bodies:

(i) Substantive servicing of meetings: approximately 4 formal meetings and 8 informal consultations of the Fifth Committee and approximately 4 meetings of the Advisory Committee on Administrative and Budgetary Questions;

(ii) Parliamentary documentation: annual reports to the General Assembly on the administration of justice in the Secretariat (2) and annual reports to the General Assembly on the outcome of the work of the Joint Appeals Board (2);

(b) Administrative support services:

(i) Provision of advice to the Secretary-General on the disposition of staff grievances, appeals and disciplinary matters;

(ii) Substantive and technical servicing of the Headquarters Joint Appeals Board, Joint Disciplinary Committee and Panel of Counsel;

(iii) Training of the members of the panels of the Joint Appeals Board on substantive and procedural aspects of the internal justice system;

(iv) Provision of assistance in the settlement of cases and advice to staff members on appeals and disciplinary matters;

(v) Provision of advice concerning amendments to the Staff Rules, administrative issuances and policies concerning disciplinary proceedings, appeals and related matters.

Table 28A.13 **Resource requirements: administration of justice**

(Thousands of United States dollars)

(1) Regular budget

	Resources (thousands of United States dollars)		*Posts*	
Category	*2004-2005*	*2006-2007 (before recosting)*	*2004-2005*	*2006-2007*
Regular budget				
Post	1 297.1	1 836.2	7	9
Non-post	130.8	130.8	-	-
Subtotal	**1 427.9**	**1 967.0**	**7**	**9**
Extrabudgetary	926.5	1 507.5	4	6
Total	**2 354.4**	**3 474.5**	**11**	**15**

28A.26 The amount of $1,967,000 covers the costs of nine posts and the related non-post requirements in the Administration of Justice Unit and the requirements of the Joint Appeals Board and Joint Disciplinary Committee at Headquarters. The increase of $539,100 in post resources is attributed to: (a) the internal redeployment of one P-5 post from management services to accommodate the position of Chief of the Unit, in line with the reorganization of the Office of the Under-Secretary-General, and (b) the establishment of one P-5 post for a full-time presiding officer of the Joint Appeals Board in response to the recommendation of the Office of Internal Oversight Services (see A/59/408), as detailed in paragraph 28A.23 above. The non-post requirements, at the maintenance level, would provide for general temporary assistance to supplement the permanent capacity of the secretariat of the Joint Appeals Board and Joint Disciplinary Committee at Headquarters, travel of the Secretary to other headquarters for coordination of work and maintaining uniformity in recommendations of the Joint Appeals Board and general operating expenses and equipment required for those activities.

Subprogramme 2
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Resource requirements (before recosting): $1,242,300

28A.27 The secretariat of the Fifth Committee of the General Assembly and of the Committee for Programme and Coordination provides substantive and technical secretariat support to them, including by organizing the substantive support for these Committees from the departments and offices of the Secretariat, as well as through:

(a) Proactive assistance to the chairpersons and bureaux of the Committees in strengthening and revitalizing their work and the provision of analytical and historical information on their proceedings with a view to developing appropriate proposals for review by the committees concerned;

(b) Proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and timely issuance of reports and communications;

(c) Coordination of the implementation of the resolutions, decisions and recommendations adopted by the Committees.

Table 28A.14 **Objectives for the biennium, expected accomplishments and indicators of achievement**

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination

Expected accomplishments of the Secretariat	Indicators of achievement
Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive and technical and secretariat support to the Member States and other participants at the meetings	(i) Timely preparation and submission of the programmes of work and the final reports of the Fifth Committee and the Committee for Programme and Coordination to the General Assembly *Performance measures:* Percentage of meetings conducted in a timely, orderly and procedurally correct manner 2002-2003: 90 per cent Estimate 2004-2005: 100 per cent Target 2006-2007: 100 per cent (ii) Decrease in the percentage of representatives of Member States in the Fifth Committee and Committee for Programme and Coordination expressing dissatisfaction with the conduct of meetings and with the level and quality of technical secretariat services *Performance measures:* 2002-2003: not applicable Estimate 2004-2005: zero per cent dissatisfied Target 2006-2007: zero per cent dissatisfied

External factors

28A.28 The objective and expected accomplishments detailed in table 28A.14 are expected to be achieved on the assumption that:

(a) Meetings and sessions are held as planned and proposals from Member States with regard to the agreed programme of work and requests for documentation are received in a timely manner;

(b) There is active and timely participation, cooperation and collaboration by Member States in the proceedings of each Committee.

Outputs

28A.29 During the biennium 2006-2007, the following outputs will be delivered (regular budget and extrabudgetary resources):

(a) Servicing the Fifth Committee and the Committee for Programme and Coordination:

(i) Substantive and/or technical services for formal meetings and informal consultations of the Fifth Committee and the Committee for Programme and Coordination (approximately 370 meetings and consultations) for the effective delivery of their mandates;

(ii) Planning and organization of activities and services related to sessions of the Committees;

(iii) Advice to the chairpersons and bureaux of the Committees and Member States;

(iv) Notes on the programme of work and on the status of documentation; 85 procedural notes for the chairpersons; substantive summaries of the meetings; and working and background papers, as required;

(b) Other substantive activities: maintenance and update of the websites of the Committees.

Table 28A.15 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2004-2005*	*2006-2007 (before recosting)*	*2004-2005*	*2006-2007*
Regular budget				
Post	1 205.3	1 205.3	5	5
Non-post	37.0	37.0	-	-
Subtotal	**1 242.3**	**1 242.3**	**5**	**5**
Extrabudgetary	-	262.1	-	1
Total	**1 242.3**	**1 504.4**	**5**	**6**

28A.30 Resources amounting to $1,242,300 will provide for the continuation of five posts and the operational requirements of the secretariat, including overtime, general operating expenses and funds for the replacement of office automation equipment.

C. Programme support

Resource requirements (before recosting): $3,464,700

28A.31 The Executive Office of the Department of Management provides central administrative services, support and advice for the Department as a whole, comprising the Office of the Under-Secretary-General, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management, the Office of Central Support Services and the capital master plan project group, in the areas of human resources, financial and general administration. It also provides similar administrative services to the secretariats of the Advisory Committee on Administrative and

Budgetary Questions and the Board of Auditors. Furthermore, it centrally administers the provisions for rental of premises and alterations for the Secretariat at Headquarters as a whole.

Table 28A.16 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2004-2005*	*2006-2007 (before recosting)*	*2004-2005*	*2006-2007*
Regular budget				
Post	3 263.2	3 263.2	17	17
Non-post	111.5	201.5	-	-
Subtotal	**3 374.7**	**3 464.7**	**17**	**17**
Extrabudgetary	1 694.7[a]	3 270.4[a]	-	-
Total	**5 069.4**	**6 735.1**	**17**	**17**

[a] Includes peacekeeping support account resources centrally administered by the Executive Office for contractual services, general operating expenses, supplies and materials and furniture and equipment for the Department of Management as a whole.

28A.32 The resources in the amount of $3,464,700 would provide for the continuation of 17 posts and related non-post requirements. The non-post resources would cover the requirements for overtime, general operating expenses, supplies and furniture and equipment for the Executive Office. In addition, a new provision of $90,000 is proposed with respect to the Office of the Under-Secretary-General as a whole to cover the Office's share of centrally provided data-processing infrastructure services and maintenance costs, including those of storage area networks, application servers, departmental servers, back-up units and desktop connectivity.

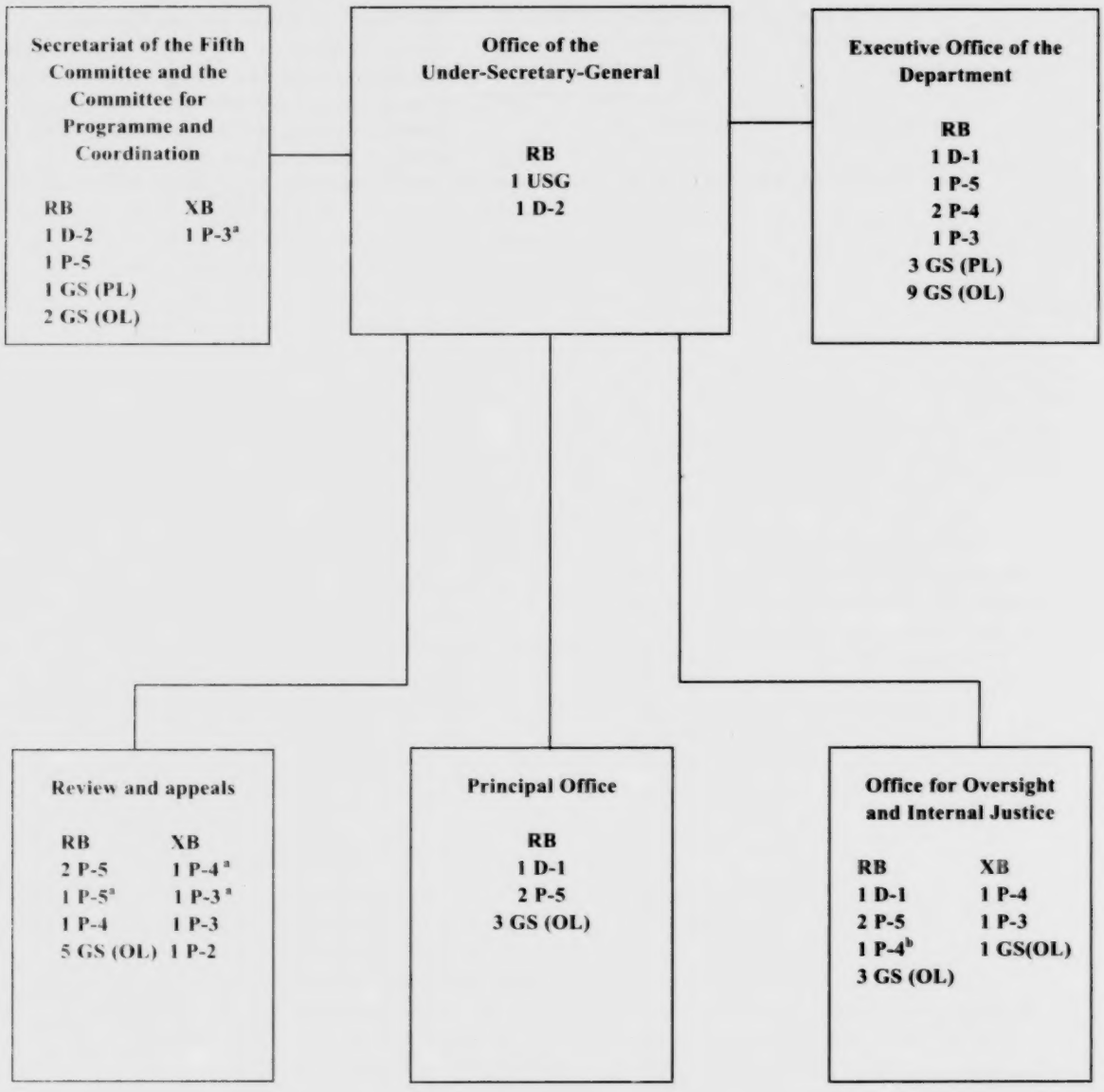
Table 28A.17 **Summary of follow-up action taken to implement the relevant recommendations of the oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/58/7)	
The Committee observed that in section 29A of the proposed programme budget for the biennium 2004-2005, results were not clearly identified and that the structure of resource allocation was not based on outputs and results. In addition, the Committee believed that there was a need to study the best way for the Management Policy Office and the Oversight Support Unit to provide management services. The Committee expected that in the future a list of projects and time frames for implementing them would be provided and believed that the respective roles of the Management Policy Office and Oversight Support Unit should be clarified (paras. VIII.13 and VIII.14).	The proposed programme budget for 2006-2007 provides for each subprogramme indications of the outcomes foreseen and of the resources that will be dedicated to each activity. The Office of the Under-Secretary-General has been reorganized in 2005 to focus on strengthening accountability in the Secretariat. In this context, the Office for Management Improvement and Oversight Support has been restructured into the Office for Oversight and Internal Justice. The Office will support accountability activities, while continuing to provide management services and ensuring the effective functioning of the internal system of justice.
The Committee considered that the Secretary-General's report on progress and impact assessment of management improvement measures (A/58/70) did not meet its objectives of providing an account of progress achieved as a result of management improvement measures (para. VIII.15).	A new report on progress and impact assessment of management improvement measures is under preparation. The report will address the Advisory Committee's concerns and will reflect a systematic approach in accounting for progress in administrative and financial management reform in the Secretariat. The report is scheduled for submission to the Committee for Programme and Coordination at its session in June 2005.
Board of Auditors (A/59/5 (vol. I), chap. II)	
The Board recommended that the Administration: (a) implement a comprehensive and well-communicated corruption and fraud prevention plan in the United Nations system, (b) establish a corruption and fraud prevention committee that would serve as an effective framework and coordination point for a United Nations system corruption and fraud prevention mechanism, (c) conduct ethics, corruption and	The Administration agrees with the Board's recommendation, which essentially summarizes the overall concerns with respect to the adoption of a formal mechanism dealing with fraud, presumptive fraud and allegations of corruption throughout the United Nations system. However, some of the Board's comments may give the mistaken impression to the uninitiated reader that the

Brief description of the recommendation	*Action taken to implement the recommendation*
fraud awareness training sessions and workshops among managers, international and local employees and other stakeholders, (d) develop appropriate resolution mechanisms for reported and detected incidents and allegations of corruption and fraud and (e) review the investigation processes at Offices away from Headquarters (para. 349).	potential for large-scale fraudulent and corrupt activities is widespread. The Administration assigns high priority to the issues of fraud and corruption and several mechanisms for addressing them are embodied in the Financial Regulations and Rules of the Organization and in established procedures that are all geared towards ensuring adequate internal controls to minimize such occurrences.

Department of Management: Office of the Under-Secretary-General

Organizational structure and post distribution for the biennium 2006-2007



[a] New post.

[b] Redeployment of a P-4 post in this section in exchange for a P-5 post redeployed outside the Department.